



The ADC Post



News By, For and About the Employees of ADC

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Director Dora Schriro presents Charlie Smith with a Do-Right Award.

Staffing Procedures Revamped

Director Schriro authorizes cash overtime

The shortage of staff in the Arizona Department of Corrections is at a critical point. At the start of November the statewide vacancy rate approached 20 percent. Two prisons – ASPC-Lewis and Winslow/Apache – had vacancy rates in excess of 30%. Another four complexes – ASPC-Florence, Phoenix/Globe, Tucson and Safford/Fort Grant – had vacancy rates greater than 20%. Only ASPC-Yuma, Douglas and Perryville had vacancy rates less than 14%. Statewide, the staffing shortages at ADC have led to a marked increase in overtime to cover critical posts that must be manned.

Because of the staffing shortage the department has been forced to mandate many hours of overtime.

To help alleviate the mandating problem Director Schriro authorized the payment of cash overtime for certain staff filling CORE posts on an overtime basis. This practice improves the equitable assignment of staff to overtime assignments regardless of overtime election. Since the “flex” for ‘cash-only’ was eliminated, the mandatory overtime burden is now more fairly distributed with available resources.

“This change in overtime compensation management recognizes the considerable commitment and the significant personal sacrifices staff has shouldered to ensure our agency operates its prisons safely and securely,” Director Schriro said.

The new policy will not completely eliminate mandating. When there are no volunteers to cover CORE posts overtime coverage may be mandated.

“Mandating overtime was becoming the number one personal issue in the department of corrections, and management had an obligation to at least look at it and see what we could do about it,” Division Director of Offender Operations Sam Sublett said. “Cash overtime, in addition to recognizing staff sacrifices, will reduce mandating, increase the pool of volunteers, and give our employees more balance in their lives.”

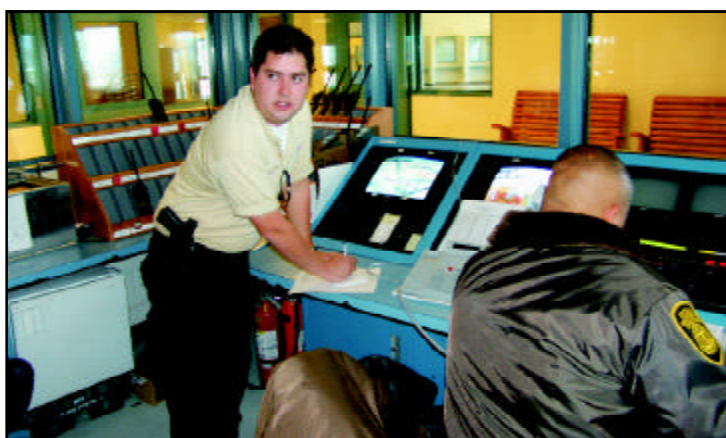
CORE replaced D-Level coverage

Director Schriro requested that Division Director Sam Sublett assemble a team to identify the ways in which the department could mitigate the impact of staffing shortfalls on its

Cash Overtime Distribution

Cash overtime will be paid as long as fund availability permits for volunteers in the following classifications covering critical posts in the following order.

- Correctional officer II
- Sergeant
- Correctional Officer III
- Lieutenant
- Captain/Correctional Officer IV
- Community Corrections Officer
- Community Corrections Officer, Sr.
- Other: Non-uniform COTA graduates who can work non-inmate contact posts.



COII Stephen Shaffer working the control room at the Arizona State Prison Complex-Lewis Morey Unit. CORE ensures critical posts like Shaffer's are filled.

employees. Their charge was to ensure every work location has an equitable opportunity to achieve minimum safe staffing levels. Under the direction of ASPC-Perryville Warden Dennis Harkins and Security Operations Deputy Warden, James O'Neil, the team evaluated security staffing requirements statewide and identified generally recognized industry standards and strategies. They also considered the impact of staffing patterns on units whose physical plants were dissimilar from others in the department. They also completed a statewide standardization of post chart form, format and posting nomenclature.

The committee's first task was to re-write Director's Instruction 169, revisiting assumptions about minimum safe staffing levels throughout the department. In the place of D Level staffing which was prison-specific, the department adopted a department-wide approach to problem solving.

“Something had to be done,” Sam Sublett, said. “While originally well-intended, employees frequently complained of insufficient resources at D Level and the fact we rarely, if ever, locked a facility down, as prescribed by DI 169. We were not doing what we said we would do. Consequently DI 169 was not well respected by employees and leadership. The document was never changed to reflect actual workplace practices.”

After gathering all the data, the group proposed eliminating DI 169 and in its place, adopted DO 230. The DO 230 eliminated the line-in-the-sand approach of D Level as required by DI 169. Instead, DO 230 empowers supervisors to flexibly schedule and post staff to critical posts. The four-tiered system authorized in DI 169 has been eliminated. Now some posts are designated as CORE which must be filled and others that are called PULL, refer to assignments that do not have to be filled on a particular day or shift.

CORE positions establish the number of security personnel needed for each prison complex to ensure its minimum safe operation of a given shift. These recommendations were made after extensive research into practices in other state systems, ACA standards and, most importantly, feedback from the department's staff from the Majors to many line staff.

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From Her Desk



Dora Schriro

This past *spring*, our early years’ efforts sprouted lots of seedlings. Staff in every complex worked with the population to raise funds for Crime Victims’ Rights week, and exceeded our first year’s funding raising effort, contributing over \$48,000. The literacy initiative really took off, correctional educators and correctional officers worked with the population, increasing threefold the number of inmates earning high school equivalency certificates to 3,125. Final adjustments to the department’s new classification system were underway as well. Ensuring inmates are assigned to the correct custody level to improve public safety now and placing inmates at risk of revocation in programs that will protect the public later is critical to Arizona.

During the *summer* we tended our garden well. In just a matter of weeks after the Immigration Summit was convened by Governor Napolitano, the department entered into a memorandum of agreement with Immigration and Customs Enforcement, the first ever in the country. Twelve terrific ADC staff completed rigorous training and today set the standard for other jurisdictions by helping all of us deport eligible inmates a lot quicker than before. The department’s very effective wild land fire fighting crews were expanded again and its first female crew was brought on line.

During July and August the division directors and

I meet with over 1,000 exemplary employees at the ten complexes about the department’s strategic plan, and in the end the plan was considerably improved by the input of so many subject matter experts throughout ADC. There we talked together about pressing the population to increasingly assume more responsibility for the conditions of their confinement and to account to the crime victims’ community for their criminal conduct. We also engaged in very candid conversations about how each of us could and would improve workplace conditions. To that end several new work groups were formed to implement the great ideas that came forward as quickly as possible. We also introduced the department’s calendar of special events to showcase the considerable accomplishments and contributions of our colleagues and co-workers, kicking off in August with celebrations and commendations for correctional officers, correctional employees and all state employees.

This *fall* we finalized the department’s budget request for FY 2007, its touchstone and our number one priority a *competitive* pay plan. We also submitted the department’s strategic plan, a plan that is by, for, and about public safety now, and later, a plan to support and sustain department staff working to make important differences in Arizona.

Community Corrections was incorporated in offender operations’ regional divisions to enhance public safety by making the transition of inmates from prison to parole seamless. For the first time ADC is also playing a key role with other State emergency services disaster training, taking part in organized drills designed to test law enforcement effectiveness in various disaster scenarios. On October 14th the department became the first corrections agency in the nation to participate in a disaster preparedness drill when we participated in an exercise staged by Arizona’s Department of Homeland Security.

Keeping our commitment to do everything possible to find and keep great correctional employees, we eliminated D-level staffing and in its place, implemented CORE. We also replaced DI 169 with DO 230 to ensure line supervisors have the authority they need and staff has the information it requires to make good shift coverage decisions. I authorized cash overtime, too, to further reduce mandatory overtime and eliminate every avoidable 601 action. We piloted 12-hour shifts first at ASPC-Lewis and then ASPC-Winslow to give some additional relief with shift coverage. These have been great interim measures. There have been fewer call-ins, less mandatory overtime and a huge decrease in 601 filings.

This *winter*, we do not rest. Bart Graves, our PIO, and I continue to meet with editorial boards around the state, appear on talk radio and ask television stations to come to prison to cover you at work before the legislative session begins. Paul Boyer, our legislative liaison, and I continue to contact state legislators as well. We’ve mobilized our labor relations advisory group made up wholly of ADC staff to help with our public education efforts and we’ll be calling upon all of you as well in the New Year to contact your state senators and representatives, too, throughout the legislative session. Our number one goal of course is to secure market wages for you and eliminate over 1,000 vacant correctional officer positions. Our number one goal is to recruit and retain and to fairly compensate great people who do important work in our department every day under difficult and sometimes dangerous circumstances.

I am proud to work alongside you and remain confident that together, we can prevail in all things. With best wishes for a happy and healthy holiday season, I am sincerely yours,

Dora Schriro
Director

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With DO 230 if there is not sufficient staff to achieve the CORE minimum safe staffing level then shift leadership asks for volunteers. If the shift remains below CORE, the supervisor is empowered to consider the shift’s responsibilities on that particular day and determine if the full CORE complement is necessary. If so, cross-leveling and mandatory overtime as needed is activated. If not, shift leadership in consultation with unit administration, may elect not to fill certain posts and collapse those specific responsibility. These new practices are intended to minimize cross-leveling and reduce the likelihood of mandatory overtime. Elimination of overtime can follow when the vacancy rates improves.

Another key component of the new policy is that the pool of available relief is now complex-based as opposed to unit specific. Because units are different sizes, there was an inherent unfairness in determining the need for mandatory overtime by relying upon unit resources only. Smaller units had significantly less staff availability and flexibility compared to the larger units. Some larger units had no mandatory overtime, while smaller units, even within the same complex, experienced unfair levels of mandatory overtime. Employees are encouraged to volunteer at times that are less disputive to them so their Overtime Tracking Number (bubble number) remains low, mitigating the necessity for unscheduled mandatory overtime.

Schedules are now posted at least two weeks in advance, giving employees the time they need to plan.

“The flexible posting now puts the responsibility, and to a degree the authority, where it should be: Not in the Central Office but in the briefing rooms of our prisons,” Sublett said. “That is where it needs to be. Our security staff and their supervisors are the people who are doing the work and they are the ones who know best. For me to assume that I know what a swing shift requires on any given day anywhere in the Department is a pipe dream.”

Once the transformation of DI 169 to DO 230 is complete later this month other changes will follow.

The old post charts and also the terms were different throughout the system.

There were nearly 100 different names for the same posts throughout the department, which is now whittled down to 29.

Another noticeable change, a recommendation by the Blue Ribbon Panel, and accepted by the department, was taking the sergeants off posts and putting them back in supervisory roles. Sergeants are now observing, mentoring, and guiding staff. When the sergeants were posted, it removed them from doing any kind of supervisor’s activities. Many complaints were received from corrections officers questioning who was providing their supervision and

back-up.

Another facet of the new policy is the Complex Staffing Manager, which was formally known as the “WORM.” The Complex Staffing Manager assigned to each complex is now the staffing voice of the warden ensuring staffing is appropriate, and properly scheduled. They call every shift commander if there is an error, and assist in getting staffing assigned. The Complex Staffing Manager is most likely a Captain. The CSM was piloted at Perryville and is now instituted statewide.

“These changes are to recognizes employees as individuals,” Sublett said. “We hope to take a lose-lose situation and turn it around to a win-win one for everyone. We know our new process is simply a bridge to what we hope will be favorable consideration by the Legislature for a meaningful salary plan and additional CO II positions.”

Director Schriro suggested that Sublett and his team confer with employees from all 10 facilities. They received input and suggestions from more than 200 correctional officers and sergeants during those tours. “Getting ideas and feedback from security staff was critical because they are the employees that carry out most of the statutorily mandated activities,” Sublett said. “They know what works and what does not.”

State Budget Bill Impacting ADC

Governor Janet Napolitano signed the state’s budget bills for fiscal year 2006. The state’s budget appears in 18 separate bills, three of which have direct impact on ADC. They are SB 1513, SB 1521, and SB 1525.

SB 1513 appropriates funds for our department and other state agencies; it also has reporting requirements, some of which affect ADC. SB 1521 further modifies the Department’s reporting requirements for spending. SB1525 is a FY 2005 supplemental appropriation; it adds \$2 million to buy beds at the private prison in Kingman only. Sections 22 and 107 of SB 1513 concern ADC.

Section 22: More Money, Less Full Time Employees (FTE)

The department will receive \$715,989,000 in FY 2006, a 6.6 percent increase over the department’s FY 2005 appropriation of \$671,468,500.

This section contains full year funding for new beds that were brought on-line during FY 2005 including the 1000 Level 1 beds, plus anticipated growth in inmate population during FY 2006.

It also allocates \$3.5 million for communications equipment that the Blue Ribbon Panel recommended notably, radios with man-down alarms, tactical encrypted radios, and batteries and chargers for all facilities. If possible, we will also pilot security

cameras in complexes’ kitchens.

It adds \$413,200 for 3 additional inmate fire crews but no new FTE for this purpose.

The legislature also included \$840,000 for a 3 percent per diem rate increase for in-state private prisons providers.

The bill also cuts the department’s total full time employees by 5.8 percent. This means 595.5 vacant positions will be eliminated during the current fiscal year, a reduction in personnel the legislature is applying across the board in every state agency.

Section 107: Salary Increases

All staff received an increase although it varies by job classification.

Non-Correctional Officer series staff: All state employees with the exception of three groups of employees in the public safety arena (COs, DPS, and AG attorneys) received a 1.7 percent annual pay increase. This increase is intended to offset the increase in mandatory staff contributions to the Arizona State Retirement System.

Correctional Officer Series staff: In lieu of the 1.7 percent pay increases all Correctional Officers from CO I through Captain received an annual increase of \$1,410.

Parole Officer Series staff: \$350,000 was added for parole officers from PO I through Supervisor, in

addition to the increase parole officers received as part of the correctional officer series.

With less flexibility due to new footnotes and no additional funds, longstanding concerns about equity adjustments and forced vacancy rates will carry over into next year.

Private Prisons Legislative Language

In addition to the \$2 million supplemental FY 2005 appropriation to buy private prison beds in Kingman this year and \$840,000 new monies in FY 2006 to provide a 3 percent per diem increase to in-state private prisons next year, there is other legislative language that is supportive of private prisons:

The bill continues to require that ADC privatize the female inmate population.

It directs ADC to get legislative approval before altering bed capacity at any of the private prisons.

New language requires ADC to place inmates in all available in-state private prison beds including emergency beds before sending inmates out-of-state, unless the out-of-state beds are less expensive or a different security level than those that are in-state.

The department’s main goals for the coming months is to double their efforts to advance compensation and other important issues next year.

ADC Takes the Lead with Criminal Alien Deportation



Director Schriro and members of ICE stand proudly with employees from the Arizona Department of Corrections who completed federal immigration enforcement training.

Twelve handpicked employees of the Arizona Department of Corrections completed four weeks of rigorous federal immigration enforcement training and are now working side by side with ICE officials to expedite the deportation of eligible criminal aliens.

“I applaud Director Schriro’s leadership and initiative to help fill gaps created by the Federal Government in deporting criminal aliens from our state,” Governor Janet Napolitano said. “This is the first of many essential steps we are taking to keep Arizona safe and secure.”

“In a matter of weeks since Governor Napolitano convened the summit on Immigration this past July, the department and ICE have completed training that will yield welcome relief for Arizona citizens and taxpayers,” Director Schriro said. “There are 4,197 undocumented aliens in Arizona prisons today, each

costing the state \$56.19 per day including 489 deportable foreign national inmates who have served nearly 90,000 more days to date than is required to be deported per Arizona statute. Our newly graduated staff is critical to ensure their speedy processing.”

Under a memorandum of understanding (MOU) signed by Director Schriro and Department of Homeland Security officials in Washington, ICE trained 12 ADC employees who now carry out certain duties traditionally handled by federal immigration officers. The ADC officers perform these new duties at the department’s primary intake facilities, ASPC Phoenix where newly admitted male inmates are processed and ASPC-Perryville where female offenders are admitted. Their new responsibilities include interviewing foreign national inmates to determine whether there is probable cause for an immigration violation, completing the processing for criminal aliens including fingerprinting, preparing documentation to place aliens in deportation proceedings concurrent with their prison term, and preparing documentation to deport aliens following their terms.

Strategic Plan Submitted

The Arizona Department of Corrections submitted the department’s 2007 strategic plan update to Governor Janet Napolitano’s Office of Strategic Planning and Budgeting on November 1.

The 5-year strategic plan update incorporates the input and ideas of ADC employees, during 13 separate strategic planning sessions at the 10 prison complexes and with the three divisions this past summer. The planning sessions focused primarily on improving workplace conditions within existing resources, improving work relationships and developing a competitive pay plan for all employees. The FY07 update will be posted to the ADC Internet and Intranet in January 2006.

Just before Thanksgiving, a cross section of employees from the facilities and central office who contributed to the plan re-convened at COTA to receive a brief-back from Director Schriro on the revisions. Special presentations were made by staff working in subcommittees since the summer. The CSI group (Common Sense Initiatives) shared their recommendations for actions ADC can adopt today to improve the department. Included were ways to provide better security to both staff and the public when releasing inmates. Also examined were ideas to better consolidate staff time on suicide watches. Additionally, the team recommended that new Officers meet with the Warden before being assigned to the units. The CSI team pointed out there are many jobs within the prisons that civilians can do thus freeing up sworn Officers for security posts

For a summary of feedback from staff at every complex look for the Matrix that compiles staff’s great ideas by topic and complex. Copies of summaries of the ten sessions are available as well at :<http://10.06.30/offender/transcription1.html>.

ADC Employees Strive Governor Honors Intake and Assessment Team



Dora Schriro, and members of the ADC classification team, gather inside the executive tower following a meeting with Governor Janet Napolitano. The ADC classification team was honored during the Governor's cabinet meeting. Left to Right - Jayne Russell, Facility Health Administrator, ASPC-Phoenix, James Donald, Records Supervisor, ASPC-Phoenix, James Nash, Sergeant, ASPC-Phoenix, Kristine Harkins, Manager, Central Classification, Steven Ickes, Program Services Division Director, Kimberly Neubauer, Correctional Officer IV, Central Classification, Wade Woolsey, Deputy Administrator, Offender Services Bureau, Director Dora Schriro, Kyle Fouts, Associate Deputy Warden, ASPC-Phoenix and Audrey Burke, Administrator Offender Services Bureau.

Governor Janet Napolitano recognized the Arizona Department of Corrections Intake and Assessment Team at the July cabinet meeting for its innovative effective revamping of the agency's intake and reception process.

Two years ago, as many as 150 state inmates were being held in county jail beds for as many as 10 days each because the department wasn't able to process new admission efficiently or effectively. ADC Director Dora Schriro assembled a great work group to review the existing intake practices, clear up the backlog and put a first-class intake process in place. Exemplary ADC staff with expertise in their respective disciplines made an in-depth review of assessment instruments, took a hard look at the physical plant and studied admission trends. In a matter of months, the team had fashioned a smoother, smarter system to classify inmates that has cut costs by \$1.2 million in its first year of operation.

An important change the team proposed was identifying immediately at intake incoming inmates serving sentences less than six months with ADC. Now known as the department's fast-track population, staff working at the department's two intake centers, ASPC-Phoenix for males and ASPC-Perryville for female, fast-track inmates are now processed in three days or less. These terrific teams have also fine tuned the rate at which other inmates are processed, cutting their time to no more than five days each.

Under the new system, virtually every prison-ready inmate is transported from county jails to ADC no later than the next day that the department is notified by the counties. Expediting admissions

has saved ADC about \$100,000 every month in Fiscal Year 2005.

"The team has put together terrific processes to tackle the many challenges that faced us," Director Schriro said. "There isn't anything that they can't do together to admit and classify unprecedented numbers of inmates in record time. This group shines! It's partnered with sheriffs' departments whose buy-in was critical and saved taxpayers over \$1 million every year in the process."

According to Audrey Burke, Administrator for the Offender Services Bureau, the new intake process is a win-win situation for ADC and county jails. "County jails don't have to house inmates for an extended period of time after adjudication, and ADC doesn't have to pay for it," Burke said.

Other improvements developed by the team also contributed to the overall initiative.

- First, the assessment process is now automated for literacy, substance abuse, intelligence testing and other assessments.

- Second, the request of ADC, the counties now send one check for all incoming inmate funds with a list of inmate names and their balances to post to each inmate's account. No longer indigent, ADC no longer pays postage to ship inmates' personal property home and few prisoners are willing to spend their own money to do so. In addition to realizing a considerable saving in staff time previously spent counting funds and inventorying personal property, monies spent every month on postage has been cut by approximately \$1,600 each month.

Agency Honors Parole Officers



Director Meets with Parole staff at Central Office

National *Probation, Parole and Community Supervision Week* was celebrated July 17-23. Here at the Arizona Department of Corrections Director Dora Schriro recognized the excellent staff of Community Corrections section on July 22 at Central Office.

"I am proud of the work of the Community Corrections section. They strive to ensure offenders meet the public's expectations for civil and law abiding behavior, and press the population to conduct themselves as responsible individuals who take care of their families and contribute to their communities," Director Schriro said.

The department's 110 parole officers, senior parole officers and parole supervisors contribute to public safety by working with about 6,000 offenders in every community and county in Arizona. As a result of their efforts, Arizona experienced a 45 percent drop in the percentage of offenders returned to custody for technical violations of conditions of supervision.

Whether its registering sex offenders or assisting parolees to secure housing and employment, staff from community corrections is helping ADC meet its mission of providing the public with the longest lasting safety possible.

During the ceremony honoring Community Corrections staff, Offender Operations Division Director Sam Sublett and Community Corrections head Nancy Hughes joined Director Dora Schriro to present certificates to employees.

Included in the presentation was the reading of a proclamation from Governor Janet Napolitano by Director Schriro. The Governor acknowledged our parole staff for assisting and guiding released offenders in their transition back to society.



Director awards Southern Regional Parole a certificate of appreciation.

ing Toward Excellence

ADC Celebrates its Staff

Correctional Officers

Governor Janet Napolitano signed a proclamation dedicating the first week of May Correctional Officers Week in Arizona. Ten representatives, one from each state prison complex, joined the Governor and Director Dora Schriro for the signing. The week was accompanied by employee celebrations at all state prison complexes.

“Those who serve in the correctional officers’ series today, nearly 6,700 strong, perform their duties under difficult, sometimes dangerous, circumstances on the yard, in the chow hall, on the catwalks and tiers. Usually outnumbered, it’s their job to keep the peace with few of the tools issued to other peace officers,” said Director Dora Schriro. “The state expects a lot from the men and women who work in its correctional facilities. Our officers rise to that challenge and give them more!”

Correctional Teachers

This year, Correctional Officers shared the spotlight with some of their colleagues – correctional educators – in the programs division because May 1 – 7, 2005 was celebrated nationally as Teachers Appreciation Week as well as Correctional Officers Week.

“Our strong team of 150-plus correctional educators plus community college instructors and adjunct faculty, is the backbone of our instructional program and is helping us to set sail as the flagship correctional system,” said Director Dora Schriro. “In less than two years time, our cadre of professional educators has moved more inmates from illiteracy to high school graduation than at any time in our department’s history.”

Correctional Nurses

May 6-12, 2005 was National Nurses Week. ADC relies heavily on its Licensed Practical, Registered, Psychiatric, and Occupational Health Nurses, Substance Abuse Counselors, and Nursing Assistants and Supervisors to provide medical and mental health care around-the-clock in keeping with community standards.

“Our colleagues steadfastly serve a population with more exposures to infectious and contagious diseases and chronic health and mental health care conditions than most health care professionals see in any other setting. And, we trust them to protect us all because we know that they know: Their business is twofold - public health and public safety,” Director Dora Schriro said.

ADC Employees

All ADC and State Employees’ Recognition Day was celebrated this year on May 4. It was a great day for ADC to thank each of its 10,000-plus corrections professionals.

“ADC employees bring distinction to public service. You are Arizona’s most distinguished public servants,” Director Dora Schriro said.



Governor Janet Napolitano and Director Dora Schriro stand proudly with Correctional Officers following the signing of a proclamation dedicating the week of May 1-7 Correctional Officers Week. Left to Right: CO III Pamela Baker - ASPC-Tucson, CO II Liza Pacheco - ASPC-Lewis, Southern Region Operations Director David Cluff, CO II Carolyn Ornales - ASPC-Safford, CO II Agnes Yond - ASPC-Phoenix, CO II Monique Ruelas - ASPC-Tucson, CO II David Schwegler - ASPC-Perryville, CO II Kairu Washington - ASPC-Eyman, CO II Antonio Adame - ASPC-Yuma, CO II Manuel Shirley - ASPC-Winslow, CO II Kanoelani Miller - ASPC-Florence and CO II Jesse Mitchell - ASPC-Douglas.

Complexes Celebrate Employee Achievements



ADC First Entry in Veterans Day Parade Wins Third Place



Director Dora Schriro along with ADC vets aboard the agency’s float that was entered in the Veterans Day Parade.

To honor the 2,352 veterans working for ADC, the department entered a float in the Arizona Veterans Day Parade in Phoenix. The float was constructed by staff and inmates at the Arizona State Prison Complex-Lewis. The float’s theme, *Generations of Bravery and Sacrifice*, represents the thousands of corrections employees who have served their country during times of war or conflicts dating back to World War II. Fourteen ADC employees were on the float represented various military branches.

“As a Veteran, I was proud to help design and supervise in the construction of the department’s Veterans Day float,” Lieutenant Robert Hamilton said. “The Inmate crew that worked on the float took to the project immediately, and made many helpful suggestions that made the project a success. They also worked many extra hours in the evening to complete the float before the target date. Between the staff and inmates at the Morey Unit we managed to create an outstanding tribute to the men and women who have served, and are continuing to serve.”

The Arizona Department of Corrections earned a third place award for its first ever float entry in the 2005 Veterans Day Parade in Phoenix. The Arizona Department of Corrections competed among 117 entries in this year’s parade to win this prestigious recognition.

This year’s float participants included Lt. Robert Hamilton, COIII Mikel Miller, COII Benjamin Bejarano, COII Rosendo Gutierrez, Lt. Ted Wise, Training Officer David Truax, COII Manuel Blea, Sgt. John Taylor, Special Investigator Frederick Peckinpugh, COII Timothy Harr, Division Director Douglas Macfarlane, Emergency Preparedness Administrator Ernie Trujillo, Special Investigator Joe Masella, Deputy Warden Dan Edwards, Special Investigations Supervisor George Klingberg, Correctional Records Technician James Lampson, Sgt. James Nash and COII Larry Brown.

The department is proud to pay tribute to six of its employees who have recently earned special recognition by the military. They are Purple Heart recipients Sergeant Tony Jackson, Correctional Officer II Josue Salas, Correctional Officer II Doyle Clark, Correctional Officer II Gary Garside, and Correctional Officer II Jose Alatorre. Bronze Star recipient David Truax was also honored for the sacrifices he made while serving our country.

Staff Benefit from Tuition Assistance

Are you thinking about going back to school to further your education and advance your career? Why not let the Arizona Department of Corrections help pay for it?

The Arizona Department of Corrections Tuition Assistance Program was reinstated by Director Dora Schriro in 2003 to give employees the opportunity to further their professional development and pursue their higher educational goals by helping them pay for tuition fees.

Since the program was reinstated, 283 staff has participated in the program, and 36 have earned college degrees.

Cheryl Bohrn, a Correctional Officer III at Arizona State Prison Complex-Eyman, uses tuition assistance and agrees that it helped her with her professional and personal development.

“I have earned a Bachelor of Arts in Elementary Education from Northern Arizona University, and now I am pursuing a master’s



At the November 22 strategic planning session, Director Schriro adds a provision to Department Order 509, which extends the benefits of tuition assistance to include certification programs.

degree in counseling,” Bohrn said.

On November 22, Director Dora Schriro extended the benefits of tuition reimbursement to include financial assistance to employees who are seeking entry level certificate programs. Employees may use the funds to obtain specific certifications such as American Corrections Association (ACA) certifications, Peace Officer Standard Training (POST) Certification, Certified Public Managers (CPM) and Institute for Public Executives (IPE) offered by Arizona State University and Waste Water Certification.

The policy does not cover employees seeking a duplicate bachelor or masters degree.

All tuition requests must arrive at the Career Academic Advisory Programs Office at least 30 days before the start of classes.

For more information, on the Tuition Assistance Program, contact CAAP Manager Linda Tani at (602) 771-2100 X 308.



Movie Filmed at ASPC-Florence

A scene from *Wild 7*, a modern day drama set in the old west, was filmed at the entrance of Arizona State Prison Complex-Florence.

Wild 7 is a tale about two simultaneous bank robberies. The majority of the film is set in Scottsdale, and it follows an ex-con, played by Robert Forster, who is fresh out of prison and is seeking revenge against the man who sent him there.

Forster has appeared in such motion pictures as *Jackie Brown*, *Mulholland Drive* and *Charlie’s Angels: Full Throttle*. Also appearing in the film is Richard Roundtree who has been in such productions as *Shaft*, *George of the Jungle* and *Earthquake*.

Correctional Officer Jose Carrion of ASPC-Florence has a small role in the movie. Carrion is working the main gate when the inmate is released.

The scene shot at Florence depicts a released inmate and a prison employee having a conversation as they’re walking down the front entrance of the complex.



Actor Robert Forster (left), Correctional Officer Jose Carrion (center) and Actor Richard Roundtree (right) take a break from filming.

Wild 7 joins *Stir Crazy*, *Riot* and *Raising Arizona* as films shot at Florence prison.

ADC 's New Inmate Classification System

ADC implemented a new and automated inmate custody classification system on October 25, 2005. A reliable classification instrument is essential to operating a safe and secure correctional system. Replacing the department's current methods for assessing risk was a significant finding of the Governor's Blue Ribbon Panel following the ASPC-Lewis hostage incident where two inmates with histories of violence were misclassified.

The revisions began with a request by Director Schriro to the U.S. Justice Department's National Institute of Corrections (NIC) for technical assistance. The department was fortunate to get its first picks, national experts who have worked closely with a workgroup of exceptional ADC subject matter specialists in the review and revision of the current classification system. The team's goals were to ensure all inmates are placed in the appropriate custody level and that the department reduces the high number of classification overrides that currently occur.

The new classification system that the team developed with NIC resources is based on objective criteria and is designed so that all inmates are classified to the appropriate custody level, programs and work assignments, improving safety for our staff, the state, and the inmate population. Validated, objective criteria will determine custody level, and custody scores will determine facility assignment.

The current Public Risk Scores, Levels 1- 5, have changed with the new system to Minimum, Close, Medium and Maximum to better reflect the real differences in inmate management. All new arrivals will be classified at ADC Intake and Assessment Centers using the new risk scores. All currently confined inmates will be reclassified per the new classification system at their next

180-day review at which time, future re-classification reviews will occur every 12 months although events impacting custody level such as significant disciplinary rule violations, a detainer, or changes in length of confinement, may result in some inmates' reviews occurring sooner.

The new inmate custody classification system also features:

1. Increased custody level scores for violence history and disciplinary actions for assaults resulting in serious injury;
2. Inmate classification based on the crime for which they are convicted, not the offense behavior although offense behavior may affect custody level as aggravating or mitigating factors as warranted;
3. Discontinuation of the 60-day review after initial classification. Tthe initial classification and 365-day reclassifications will no longer require approval from Central Office Classification. Central Classification is the Approving Authority for custody overrides, placement in maximum custody institutions and institution assignments however;
4. Good work evaluations and successful participation in programs may impact positively custody classification.
5. Replacement of the Institution Risk Score with an Internal Risk Score. The Internal Risk Score uses the same criteria as does the initial classification and helps in determining appropriate work and program assignments. The Warden and Unit Administrators retain final approving authority on Internal Risk Scores and inmate work assignments.

Due Process hearings for Classification decisions are also modified. Now, only inmates placed in maximum custody may appeal.

Inmates Walk for Cancer Research



A group of inmates and staff members help raise funds for cancer.

On October 22, male and female inmates alike at ASPC-Perryville laced up their sneakers and walked around the recreation yard tracks, raising nearly \$15,600 through sponsorships by their families, friends and staff and donations from inmate personal funds.

The event was part of the American Cancer Society Making Strides Against Breast Cancer Walk. "The women and men of ASPC-Perryville are reaching out to others by giving of their time and money," said Cindy Bennette, vice president of operations, American Cancer Society. "We are working together to raise awareness of an important health issue."

Did you know?

Between August and November 2005, the Arizona State Prison Complex-Perryville raised more than \$113,489.75 for SECC, through staff and inmate contributions.

ADC Educators and Corrections Staff Achieve an All-Time High



Inmates receive their GEDcertificates at a graduation ceremony at Arizona State Prison Complex-Yuma.

High school completions up 295 percent

Record numbers of offenders earned their General Equivalency Diploma in Fiscal Year 2005. during FY 2005 3,125 inmates successfully completed the high school equivalency program and earned a critical credential The number of GED certificates acquired in FY 2005 more than doubled the FY 2004 standard of 1,439 and exceeded the FY 2003 benchmark of 791 graduates, prior to the introduction of Parallel Universe.

"Offenders are responding well to the Accelerated GED Program and see it as a key to a better future," said Programs Division Director Steven Ickes. "A basic education is a prerequisite to a productive life, and helps reduce relapse, revocation and recidivism rates."

The Accelerated GED Program is a component of the department's re-entry effort featuring Parallel Universe. Parallel Universe is premised on the belief that life inside prison should resemble life outside prison and that offenders should acquire basic skills and the underlying values and habits characteristic of productive, law-abiding Arizona citizens.

ADC Pays Tribute to Counseling and Treatment Staff

On September 20, Arizona Department of Corrections addiction treatment counselors were recognized at the Capitol as part of *Addictions Counselor Day* and *National Recovery Month*, an annual effort to promote the societal benefits of alcohol and drug use disorder treatment.

ADC Director Dora Schriro said, “The celebration is an excellent opportunity to spread the word about the talents and expertise of these qualified frontline health care professionals.” She praised the powerful work that addiction counselors do in promoting quality programs, and providing evidence-based services to the offender population.

Steven Ickes, who heads the ADC Program Services Division, described the agency’s 19 addiction treatment counselors as ‘the backbone of the department’s substance abuse treatment system.’

A vital component of the Arizona Department of Correction’s mission is to provide effective treatment and training for offenders. Completing alcohol and drug programs ensures inmates have a greater chance of remaining sober upon release, which gives them a better chance of being productive, law-abiding citizens.

More than 85 percent of the state’s inmate population has used or abused alcohol and drugs.



Top-Summer Marney, Jennifer Partch, Tom Litwicki, Ed Hernandez, Tanya Brown
Bottom-Karen Hellman, Rhonda Pruitt, Maria Guerra-Perez, Norm Green, Debra Pachinowski

Do-Right Nomination Form



Dudley Do-Right is the hero of the Royal Canadian Mounties Police. His nemesis is Evil and Dudley is in its constant pursuit. Dudley has received many awards for his bravery and civility and you should, too.

The department’s Do-Right award recognizes ADC employees “Doing the Right Thing.” Named after the fearless crime fighter and champion of public safety, Dudley Do-Right, this award recognizes the department’s corrections professionals who perform good deeds on and off the job. The Do-Right award recognizes individuals and teams in the department that are nominated by their co-workers and colleagues. When you “catch” a co-worker doing the right thing, or doing a kind hearted thing, in the workplace or the community complete this nomination form and forward it to the Office of the Director, attention mail code 445. If you are selected, something good will happen to you. You can also obtain a nomination form online at http://www.azcorrections.gov/News/doright_award_recipients.htm.

Nominee’s name and position_____

Work location_____

Work phone number or e-mail address _____

Today’s date _____

Your name and position _____

Work location_____

Work phone number or e-mail address _____

Describe what the nominee was “caught doing right.” _____

Agency Celebrate Hispanic Heritage Month



“Do-Right” recipients with dancers from the Scottsdale International Club, a Ballet Folklórico dance group.

As part of National Hispanic Heritage Month, the Arizona Department of Corrections honored its Hispanic American employees with a recognition ceremony on October 14 in Phoenix.

Employees representing the 10 prison complexes traveled to Phoenix to take part in the celebration. The festivities included food, dance and song. The event also marked the debut of the Do-Right Award. Ten employees who performed good deeds on and off the job were honored.

ADC Director Dora Schriro, Representative Pete Rios, Director of Intergovernmental Affairs for Governor Janet Napolitano’s Office Anna Maria Chávez, Maricopa County Superior Court Judge Jeanne Garcia and Valley of the Sun United Way President Paul Luna were keynote speakers at the ceremony.